



## Appendix D

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# TRANSPORTATION DEMAND MANAGEMENT PLAN



# Fort Mason Transportation Demand Management Plan

Prepared for  
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## 1.0 INTRODUCTION

### 1.1 FORT MASON AND FORT MASON CENTER

Fort Mason is located along the San Francisco waterfront between Fisherman's Wharf and the Golden Gate Bridge (see Figure 1). Used as a military facility for over 200 years, the 13-acre Fort Mason was converted to peacetime use in the 1970's as part of the Golden Gate National Recreation Area and was designated a National Historic Landmark in 1985. The Fort Mason Foundation was created in 1976 to convert the empty buildings into a much-needed cultural center focusing on visual and performing arts, humanities, education, ecology and recreation. In January 1977, Fort Mason Center opened to the public.



View of Fort Mason Center from the Great Meadow

Fort Mason includes three distinct areas: Upper Fort Mason, the Great Meadow, and the Fort Mason Center (FMC). Upper Fort Mason, located on a bluff overlooking Fort Mason Center and Aquatic Park, houses administrative offices for the Golden Gate Branch of the National Park Service, an Officer's Club, housing and the San Francisco Youth Hostel. Adjacent to Upper Fort Mason, also on a bluff overlooking Fort Mason Center, is the Great Meadow. Once the site of military buildings; the Great Meadow is now public open space providing scenic vistas of the Golden Gate Bridge, San Francisco Bay and the Marina District.

The focus of this plan is the Fort Mason Center. The Center, operated by the Fort Mason Foundation (FMF), is a non-profit community and cultural center for San Francisco and the Bay Area; it has become a model for the conversion of military facilities to peacetime use. Rich in historical significance, Fort Mason Center is as busy today as it was during World War II and the Korean Conflict when it served as the embarkation point for troops and supplies shipped to the Pacific. Today, the Fort Mason Center hosts more than 15,000 events each year which attract approximately 1.6 million visitors. The Fort Mason Center contains theaters, museums, a variety of conference/meeting rooms to accommodate from 5 to 5,000 people as well as the offices of about 40 non-profit tenants. The tenants of Fort Mason Center are referred to as "residents". Current resident organizations include:

- Blue Bear School of American Music - Private and group instruction in music
- City College of San Francisco Fort Mason Art Campus - Art instruction
- Environmental Traveling Companions - Provides outdoor adventure trips to people with emotional and physical disabilities and youth at risk
- Friends of the San Francisco Public Library - Bookstore
- Greens Restaurant - Gourmet vegetarian lunches and dinners
- Oceanic Society - Environmental education and research through naturalist-led trips including Whale Watch and Farallon Islands cruises

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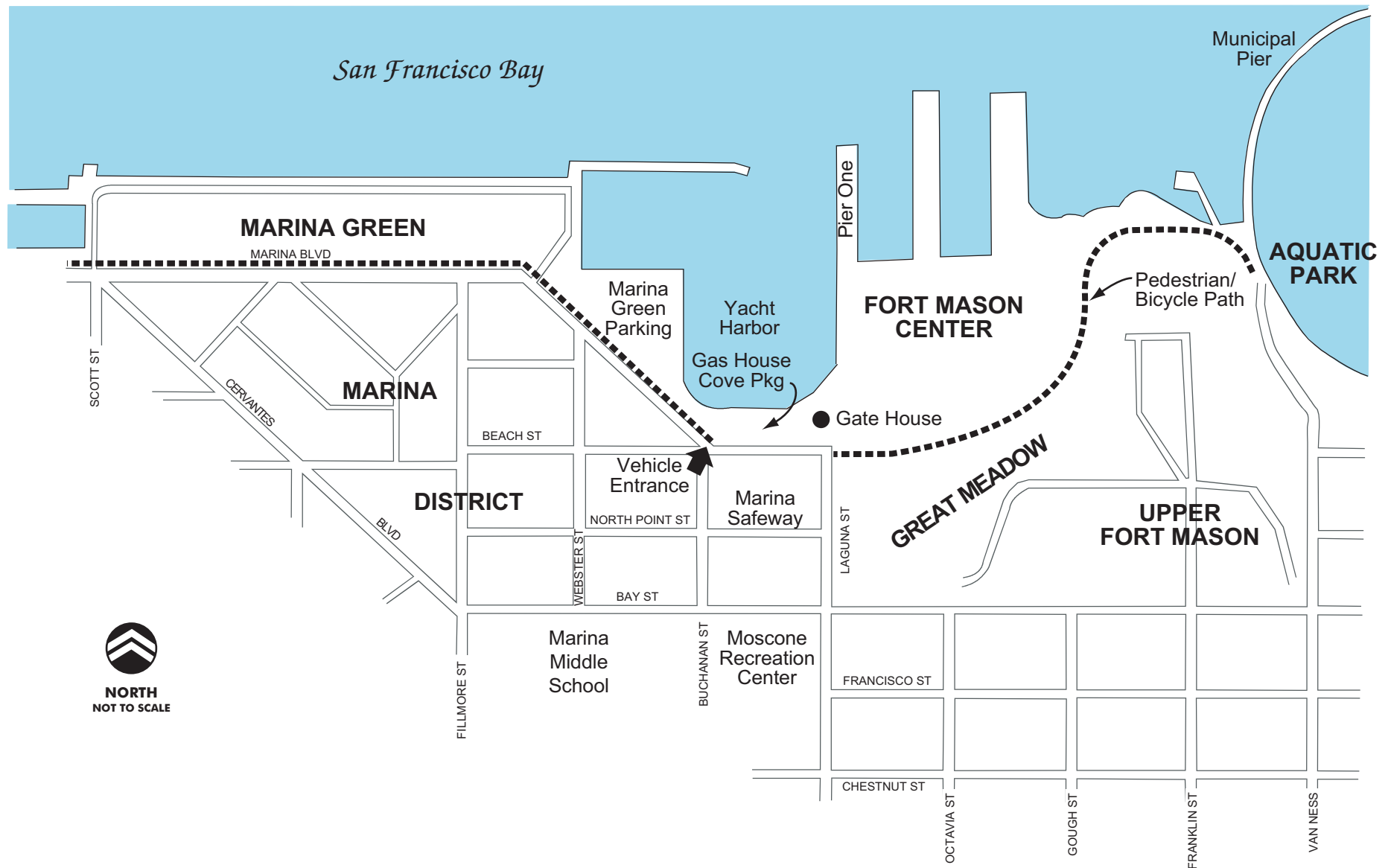


Figure 1  
**VICINITY MAP**

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- Performing Arts Workshop - Instruction in creative movement, drama and ethnic dance
- Ploughshares Fund - Foundation that works to control proliferation of weapons of mass destruction and promote cooperative international security measures
- Radio Bilingüe - Public radio network that distributes Spanish-language news, music, drama and arts programming
- San Francisco Maritime National Historic Park - Library and storage facility for documents relating the saga of the people and ships that shaped the development of the Pacific Coast
- Western Public Radio - Independent training and production facility

### Museums

- Museum of Craft & Folk Art - Gallery, gift shop and educational programs that promote the understanding and appreciation of human expression
- The Mexican Museum - Gallery voicing the complexity and richness of Latino art throughout the Americas
- Museo ItaloAmericano - Gallery, library, offices, educational programs and gift shop dedicated to researching, collecting and displaying works of Italian and Italian American artists
- San Francisco African American Historical & Cultural Society - Gallery that features African and African American culture, arts and crafts
- San Francisco Museum of Modern Art Artists Gallery - Gallery representing more than 1,300 Northern California artists, with works available for rental and for sale

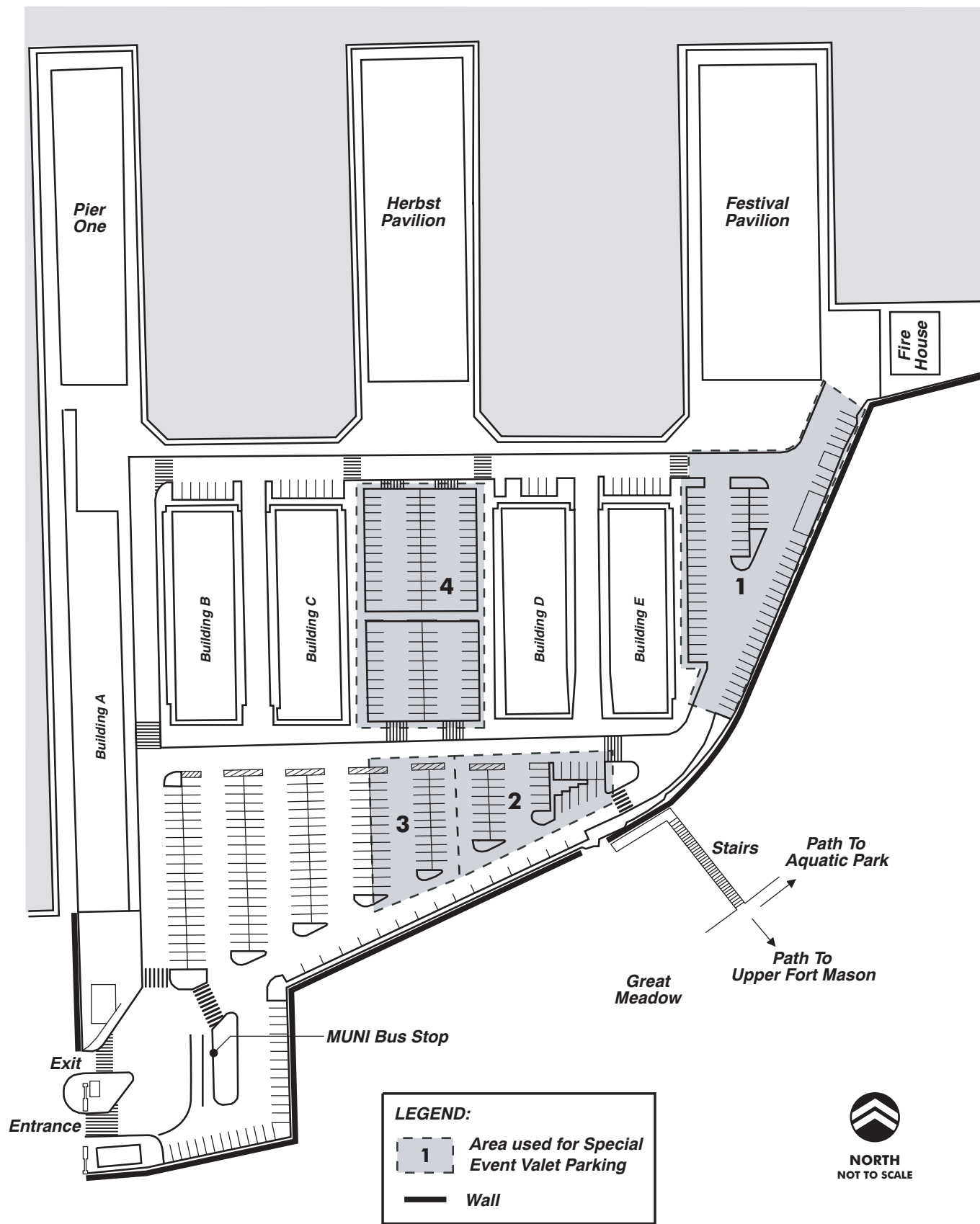
### Theater

- Magic Theater - Presenting new plays by recognized playwrights as well as innovative works by emerging writers
- BATS Improv at Bayfront Theater - An improvisational theater company and School of Improv
- Blue Bear Performance Hall - Blue Bear School of American Music operates a small stage used for school rehearsals and performances and occasional independent stage production
- Cowell Theater - Home to an array of events including dance, theater, seminars, conferences, community activities and corporate events
- Young Performers Theater - Professional children's theater, classes in the dramatic arts and private birthday parties

The Fort Mason Center is comprised of nine buildings (Buildings A-D, Piers 1-3, Gatehouse and Firehouse) including three pier-mounted shed buildings on parallel piers (see Figure 2). Buildings A-D house the non-profit residents. The Conference Center, located in Building A, and various meeting and activity rooms in Buildings B and C are available for rent to the public. Pier Three includes the Festival Pavilion. Pier Two holds the Cowell Theater and Herbst Pavilion. It is currently undergoing structural rehabilitation and seismic retrofit. Pier One, also in need of both seismic and infrastructure repair, is mostly vacant except for the portion used for storage and as a construction staging site for the rehabilitation of Pier Two. Pier One was not part of the original Fort Mason agreement but was assigned to the Fort Mason Foundation by amendment in July 2002. Building E which is included in the Fort Mason complex is not part of the Fort Mason Foundation but is operated and maintained by the San Francisco Maritime National Historic Park. Building E has four assigned parking spaces in the FMC lot, and the occupants and visitors of Building E use the FMC parking.



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## 1.2 PURPOSE OF THE FORT MASON TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

Transportation demand management (TDM) is a broad term for strategies that result in more efficient use of transportation resources. Generally, TDM strategies are developed in a TDM Plan which focuses on providing relief from traffic congestion and unmet parking demand. The approaches used in a TDM Plan will range from physical improvements to the existing system, changes in land use and travel patterns or the promotion of alternative transportation modes such as transit, bicycling and walking. The benefits realized through a successful TDM Program can include reduced traffic congestion, decrease in the need for costly and unattractive auto parking facilities, improvements to air quality, and increased opportunities for healthy exercise associated with transit, bicycle and pedestrian travel.

Currently, the Fort Mason Foundation has a well developed TDM Program in effect which is designed to accommodate the traffic and parking demands of the broad range of events and activities they offer. The purpose of the Fort Mason Transportation Demand Management (TDM) Plan is to document and review these programs and recommend enhancements to improve the effectiveness of the existing TDM Program.

This report begins with a discussion of the existing transportation facilities serving Fort Mason including motor vehicle access and parking, transit service, non-motorized facilities and the characteristics of existing travel to Fort Mason. The next section describes the existing TDM practices in use by the Fort Mason Center. The final section includes recommendations to enhance the existing TDM program.

## 2.0 EXISTING TRANSPORTATION FACILITIES

### 2.1 MOTOR VEHICLE ACCESS

For regional access to Fort Mason, motorists from the North Bay can use the Golden Gate Bridge and Doyle Drive to the Marina Exit and Marina Boulevard. From the South Bay, drivers can use US 101 to the Ninth Street Exit or the Mission Street Exit and travel north on Franklin Street or Van Ness Avenue to Bay Street, Buchanan Street and Marina Boulevard. From the East Bay, drivers can use the San Francisco-Oakland Bay Bridge to the Fremont Street Exit and travel east on Howard Street and north on The Embarcadero to Bay Street, Buchanan Street and Marina Boulevard, or use the Ninth Street Exit and travel north on Franklin Street to Bay Street, Buchanan Street and Marina Boulevard.

Fort Mason Center is reached by traveling through the Marina District, a desirable residential and thriving commercial area of San Francisco. Local access to Fort Mason Center is provided by Marina Boulevard to the west, Franklin Street and Van Ness Avenue to the south, and Bay Street to the east (see Figure 2).

From the adjacent streets, vehicle access to Fort Mason Center is provided via a single entry/exit access point located at the northern leg of the Marina Boulevard and Buchanan Street intersection, opposite the Marina Safeway. The intersection is controlled by traffic signals. The large signs, located on the northeast and northwest corners, heralding the entrance, include several large advertisements for clients, residents and venues. The identification of Fort Mason Center is small in comparison and would be difficult to read by passing motorists. In addition, the entrance directional arrows are low to the ground and would likely be blocked by intervening vehicles. Between the intersection and Fort Mason, motorists drive



Entrance to Gas House Cove Parking and Fort Mason Center

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through the Gas House Cove surface parking lot that is owned and maintained by the City of San Francisco and serves the city yacht harbor.

The actual entrance to Fort Mason Center is located at the east end of this parking lot. The entrance provides a single travel lane that is separated from the single-lane exit by approximately 40 feet. Within this separation are a wall and a gatehouse structure. As shown in Figure 2, a wide turnaround area is provided immediately inside the Fort Mason entrance. This area is provided primarily for a bus stop and turnaround serving the City of San Francisco MUNI line #28. This entrance area is complex and can be confusing to motorists unfamiliar with the site. Directional signage to the various attractions is provided within the circulation and parking area; although this signage is very informative it is also very complicated and difficult to read while driving. The Fort Mason Center had a consultant develop a new signage/wayfinding plan to address these and other issues, but funds are not available at this time to implement the program. There is also a need to improve the lighting, pavement markings, and channelization of the parking lots at Fort Mason Center. Many of the pavement markings are faded and may not be readable especially at night. A series of concrete bollards along Building A have not been treated with reflective materials and so may cause a hazard at night.



Gate House at Fort Mason Entrance



Bus Turnaround

## 2.2 PARKING

Within the gate at the entrance to Fort Mason there are a total of 450 surface lot parking spaces. With the exception of 13 spaces designated for accessible parking for persons with disabilities, there are no parking restrictions on the use of these spaces and there is no charge for parking. The spaces can be used by tenants, staff and/or visitors to Fort Mason. The FMC currently employs a variety of transportation demand management (TDM) techniques and measures to accommodate tenant and visitor parking demands during the full range of events and activities that occur throughout the year at Fort Mason. This TDM program, discussed in detail in Section 3, employs many strategies including valet parking, reserved parking on adjacent lots and remote parking facilities. Use of the parking lots can be confusing and even hazardous at night due to insufficient lighting and faded pavement markings.



Bollards along Building A

### 2.3 TRANSIT

Transit service to Fort Mason is provided by the San Francisco Municipal Railway (MUNI). Refer to Figure 3 for map of transit access. The only transit line serving Fort Mason Center directly is MUNI route 28-19<sup>th</sup> Avenue, a bus route that travels between Fort Mason and the Daly City BART Station via Lombard Street, Golden Gate Bridge Toll Plaza, the Presidio, and 19<sup>th</sup> Avenue. Several other MUNI bus routes run near Fort Mason, but require walking three to six blocks from Van Ness Avenue, Fillmore Street, or Chestnut Street. These routes provide linkages to most of San Francisco and to the regional transit network nodes located along Market Street and at the Transbay Terminal in downtown San Francisco. They are Muni's route 10-Townsend, 22-Fillmore, 30-Stockton, 47-Van Ness, and 49-Van Ness/Mission. Weekday peak hour service is provided by 82X-Presidio/Wharves Express and 30X-Stockton Express.

Regional transit service is available with transfer to one of the previously mentioned MUNI routes. All Golden Gate Transit buses stop at the Golden Gate Toll Plaza where a transfer can be made to MUNI route 28-19<sup>th</sup> Avenue. Access from CalTrain is available via MUNI routes 30-Stockton or 47-Van Ness. The Transbay Terminal is connected to Fort Mason with MUNI route 10-Townsend. From BART/MUNI Powell Street Station, a transfer can be made to MUNI route 30-Stockton. Access to Fort Mason from the Ferry Building is available with MUNI route F-Market and Wharves but requires approximately a 1-mile walk from the route terminus. More direct connection can be reached via MUNI route 30-Stockton near the Powell Street BART/MUNI Station.

### 2.4 BICYCLE AND PEDESTRIAN

Fort Mason is located on a recreational trail that extends all the way from the Fisherman's Wharf area to Fort Point under the Golden Gate Bridge via Aquatic Park, the Marina Green, and Crissy Field in the Presidio. This path travels from Fisherman's Wharf through Upper Fort Mason and the Great Meadow. Fort Mason Center can be accessed by a set of stairs from the Great Meadow or from the pathway which terminates on Marina Boulevard near the Fort Mason gate house. This section of path has a significant slope with cyclists often traveling at high speeds. The trail then resumes at the corner of Buchanan Street and Marina Boulevard and continues to Fort Point.



Terminus at Marina Blvd of Path from Fisherman's Wharf

To enter Fort Mason Center, pedestrians and bicyclists can use a pedestrian/bicycle entrance located near the terminus of the Fisherman's Wharf trail at Marina Boulevard. The short sidewalk connection between the path terminus and the entrance is very narrow for both bicycle and pedestrian use. Pedestrians and bicyclists entering Fort Mason Center from the Marina Green may travel through the Gas House parking lot. Bicycle and foot traffic in the parking lot adds to the existing congested conditions in the lot especially during large events. The sidewalk along Marina Boulevard may be used as an alternative to walking through the parking lot; however, the Marina Boulevard sidewalk has many signs and posts which reduce its effective width. Pedestrians and bicyclists entering FMC from either direction must travel through the main entrance. As discussed in Section 2.1 above, this area is very confusing for motorists, pedestrians and bicyclists alike.



Narrow Connection between Path and Fort Mason Center



[illegible]



The on-street bicycle facilities closest to Fort Mason Center are bicycle lanes on Bay Street between Fillmore and Laguna Streets, bicycle route on Bay Street for the one block between Laguna and Octavia Streets, wide curb lane bike route on Octavia Street between Bay and Green Streets, and bike lanes on Francisco Street between Octavia and Polk Streets.

Bicycle parking at Fort Mason Center is provided by three ribbon racks located at the end of Building B. Additional racks are located adjacent to Buildings C and D and the Firehouse.

Bicycle and pedestrian access in the vicinity of Fort Mason Center is not within the scope of this plan or within the jurisdiction of Fort Mason Center. However, FMC staff and visitors traveling by bicycle and on foot will be affected by surrounding conditions. Furthermore, vehicle circulation to and within Fort Mason Center is impacted by how efficiently the various modes are accommodated. To that end, the Fort Mason Center should continue to pursue implementation of the new wayfinding/signage program and should support and participate in efforts to improve bicycle and pedestrian circulation in the area such as with the “Northern Waterfront Public Access and Bicycle Circulation Study” discussed in Section 2.6.

## 2.5 EXISTING TRAVEL PATTERNS

The selection of appropriate transportation demand management measures is dependent in large part upon how and from where travelers are currently accessing the destination which in this case is Fort Mason Center. The most recent data available can be found in the Fort Mason Transportation Study (1995). This study was prepared by Wilbur Smith Associates to address transportation concerns and to create a plan to accommodate visitor growth at the Fort Mason Center. Many of the current transportation demand management practices discussed in Section 3 were derived from this study. Parking and travel conditions were observed on three different days in September and October 1995; a typical weekday, a small-event weekend day and a large event weekend day. Findings of this study for mode split and location of trip origin are discussed below.

### Mode Split

Table 1 shows the mode of transportation used for each study day to enter Fort Mason Center. The survey includes both visitors and workers, but does not include people entering via the stairs to the Great Meadow/Upper Fort Mason. The busiest day was found to be the small-event, or typical, weekend.

Ridesharing (carpooling) is by far the most popular mode of travel used on the weekends while single-occupant vehicles are the norm on weekdays. The average number of people in each vehicle ranges from 1.4 on weekdays to 1.75 on weekends. Bus use ranges from 3 to 5 percent. The number of pedestrians walking to Fort Mason is high: comprising 15 to 26 percent of all visitors. The count of pedestrians included people who parked off-site and walked into Fort Mason Center.

Table 1  
Mode Split and Number of People per Vehicle  
Fort Mason Center

Mode	Weekday	Non-Event Weekend	Event Weekend
Drive Alone + Rideshare	80%	77%	71%
Bus	5%	2%	3%
Walk & Bike	15%	21%	26%
Average Vehicle Occupancy	1.31 persons/vehicle	1.78 persons/vehicle	1.78 persons/vehicle
SOURCE: <i>Fort Mason Transportation Study</i> , Wilbur Smith Associates, 1995.			

### Origins of Trips to Fort Mason

Visitors and employees interviewed at Fort Mason were asked where they began their trip that day. More than three-fourths indicated San Francisco, with a majority indicating neighborhoods in the northeastern core area of the City. The next largest origin is the western neighborhoods, primarily the Sunset and Richmond districts.

## 2.6 LONG-TERM TRANSPORTATION IMPROVEMENTS

Two significant transit improvement projects that would improve access to Fort Mason are under consideration. The first is the potential extension of MUNI E/F-Line Historic Trolley Service to Fort Mason. Existing service, called the F-line, extends from the Castro District via Market Street and The Embarcadero to Jones Street in the Fisherman's Wharf area. For many years it has been proposed that this line be extended to Fort Mason via the unused tracks through Aquatic Park and the existing railroad tunnel that exists under the hill on which Upper Fort Mason is located. The concept of a further extension to the Presidio has also been discussed. This new service, called the E-Line, would run from the Caltrain Station, past PacBell Park, along The Embarcadero to Jefferson Street and then through the tunnel to Fort Mason Center. The Presidio Trust has funding to conduct a feasibility study this fiscal year of this extension in cooperation with MUNI and the National Park Service. In addition, the National Park Service allocated funding in FY04 to study the seismic condition of the tunnel and environmental compliance of the project. Further, the San Francisco County Transportation Authority (SFCTA) designated the E-Line extension for funding under the proposed sales tax extension. MUNI is committed to begin E-Line operation to Fisherman's Wharf in 2004. If implemented, it would have a positive impact on transportation access to the Fort Mason Center by potentially reducing the needs for automobile travel to the site.

The second transit improvement under consideration is the potential implementation of waterborne passenger ferry service to Fort Mason. The California State legislature has established the Water Transit Authority (WTA) to develop an improved network of ferry services on San Francisco Bay. The implementing legislation that established the WTA (Government Code Section 66540) directs the Authority to increase regional mobility through the development and operation of a comprehensive water transit system and its associated landside facilities and adjunct services. During its efforts to develop a plan for enhanced ferry services for the Bay Area, the WTA considered a ferry service to Fort Mason as an extension of service from Berkeley to the San Francisco Ferry Terminal. That service is part of the current plan the WTA put forth for environmental review. The most recent draft (June 2003) of the WTA Program EIR for Expansion of Ferry Service on San Francisco Bay includes off-peak and weekend service to Fort Mason as part of the proposed project. The Golden Gate National Recreation Area (GGNRA) of the National Park

Service (NPS) is developing a Water Shuttle Access Plan consistent with the long-term implementation strategy outlined in the GGNRA General Management Plan (GMP) (GGNRA 1980), and the former Congressionally-mandated Golden Gate Travel Study (GGNRA 1977). The goals of the Water Shuttle Access Plan include: 1) to maintain consistency with GGNRA and applicable regional, state and water transit plans; 2) to contribute to improving the Bay Area environment and preserve and protect the park's natural and cultural resources associated with accessing the park; 3) to enhance the quality of the visitor experience; 4) to increase opportunities for diverse visitor populations to access park sites; and 5) to provide cost-effective, reliable and safe water shuttle service. The FMC was identified as a terminal in the Final Ferry Shuttle Plan (off-peak and weekend service from the Ferry Building) and will be identified as a hub in the GGNRA Water Shuttle Plan.

Currently, the development of ferry service to FMC is in the planning stage. At this time, neither the WTA nor the GGNRA has the funding to implement such service and it is uncertain as to if and when the service would be implemented.

The San Francisco County Transportation Authority is currently seeking grant funds from the Coastal Conservancy to conduct the "Northern Waterfront Public Access and Bicycle Circulation Study" which would include the area between Fisherman's Wharf, specifically Hyde Street, and the Marina Green. The current alignment of the pathway, which connects Fisherman's Wharf with the Marina Green, crosses through Upper Fort Mason and the Great Meadow with significant grades. These grades are a concern both for the uphill climb they entail and for the high speeds of bicyclists on the downhill. Alternatives being considered are an alignment north of Fort Mason along the piers, an alignment through Upper Fort Mason, improvements to the existing alignment and the potential use of the existing railroad tunnel if it is not used for transit as planned. If the grant is funded, it is expected that the study will begin in January 2004.

### 3.0 EXISTING TRANSPORTATION DEMAND MANAGEMENT PRACTICES

Fort Mason Center has a well developed TDM program which is designed to accommodate parking demands of the broad range of events and activities without creating adverse parking and traffic impacts in the nearby Marina District residential areas. The Center has an on-staff Event Coordinator who is responsible for the ongoing administration of the TDM program. The Event Coordinator reports to the Director of Client Services and works closely with the Marketing and Sales Departments and event sponsors to plan and implement the appropriate TDM measures for each event. Costs, for the most part, are billed back to the event sponsor. The Fort Mason Foundation maintains a calendar of events and distributes a parking impact notice every six weeks to Fort Mason Center staff and resident groups. The parking impact report indicates the expected size of the event and the TDM measures which will be implemented to accommodate upcoming event. The Fort Mason Foundation also sends out reminder notices in the week prior to heavy impact days.

Currently, the FMF staff schedules events throughout the year. Days in which at least 100 people are expected to attend events are categorized as "activity days." It is important to note that certain visitor oriented venues such as the restaurants and the theaters operate virtually everyday of the year and that that activity day visitor activity is activity that occurs in addition to the visitors generated by these everyday venues. Days in which at least 1000 people are expected to attend events at the FMC are categorized as "high impact." Table 2 below presents information summarized from this calendar for the years 2001-2003. For the three-year period, the number of high impact days ranged from 46 to 67, or 13 to 18 percent of the



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time. Activity at Fort Mason varies considerably from one year to the next, and appears to be influenced by the economy and the availability of competing venues.

Table 2 Annual Summary of Event Days and High Impact Days Fort Mason Center		
Year	Activity Days <sup>1</sup>	High Impact Days <sup>2</sup>
2001	188	67
2002	85	46
2003	161	58
<sup>1</sup> Activity Days – days in which at least 100 people are expected to attend events or performances at Fort Mason Center <sup>2</sup> High Impact Days – days in which at least 1000 people are expected to attend events or performances at Fort Mason Center Source: Fort Mason Center		

On high parking impact days, there is the potential for parkers with destinations in the Fort Mason Center to choose to park in the Marina parking lots or on-street in the nearby residential neighborhoods. On weekdays this is very difficult as the areas are protected by a residential permit parking program limiting vehicles not displaying a residential permit parking sticker to two-hour parking. On weekends these permit restrictions do not apply; therefore parking in the residential areas is possible although parking is limited.

Depending on a number of variables such as the number and type of events, several parking management strategies may be employed to accommodate excess parking demand. These are valet parking in Fort Mason Center lots, reserved parking in FMC and adjacent lots and remote parking with shuttles. When deemed necessary by Fort Mason Foundation Staff or requested by the event sponsor, additional parking can be arranged. Necessity of parking controls is evaluated on an event-by-event basis and is determined by the following factors:

- Type and nature of the event
- Location and duration of the event
- By request of the event sponsor
- Need for US Park Police
- Expected Attendance
- Relationship to other planned events at Fort Mason Center and elsewhere in the general vicinity
- Past experience with this event or similar events
- Use of the lot to be reserved

If additional parking is considered necessary, the Fort Mason Center tries to contain the event within the FMC lot as much as possible to minimize the impact to the surrounding neighborhood. The following lots may be used for self-park, valet or reserved parking services.

- Fort Mason Center Lot E (shown as Area 1 on Figure 2) – used most often with least impact to other FMC parking; excellent for self-park or valet and controlled with minimal staff.
- Fort Mason Center Lot E (shown as Areas 2 and 3) – used together; works well for valet service.
- Lot between Building C and D (shown as Area 4) – not used as often because it has the greatest impact to other parking areas; good for valet service.
- Gas House Cove – 100 spaces immediately outside Fort Mason Gates, reserved through San Francisco Rec & Parks Department; only used for large events; reserving from 7am very disruptive to general parking in the area.
- Marina Green Lots – approximately 650 spaces adjacent to Fort Mason Center; non-reservable but arrangements can be made to keep Harbormaster gates open for large events.

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- Marina Middle School – largest and closest reservable off-site parking available; approximately 500 spaces; not available weekdays during school year until after 5pm; lot must be staffed by either school PTA or licensed parking service provider; usually used in conjunction with shuttle service.
- Presidio lots – reserved by permit with the Presidio Trust; farthest from the Fort Mason Center and must be used in conjunction with shuttles and parking attendants; signage must be procured through Presidio Trust to direct cars to the designated lot; most costly to clients due to reservations fees and need for parking staff and shuttle service; generally used only for the largest events or for parking of oversized vehicles for an extended period.

The Center has identified four specific areas for valet parking, and depending on the event size, one or more of these areas is converted to valet parking (see Figure 2). In total these areas provide 230 self-park spaces or 335 valet spaces. Thus with the use of valet parking, the parking capacity of Fort Mason Center lots can be increased by 105 spaces to a total of 545 spaces.

In order to reserve these parking lots for use by FMC visitors, parking staff must ‘guard’ the area in question from 7am or earlier to prevent general parking. During the event, parking attendants are stationed at the Fort Mason Center entrance to direct visitors to the appropriate parking for their event. If the Fort Mason Center lot is full, FMF Client Services staff will provide fliers to parking attendants to redirect visitors to additional parking areas. The Fort Mason Foundation utilizes their own staff to manage the actual operations during an event and regularly employs a private parking operations firm when needed. For large events the Fort Mason Center has the option of requesting the assistance of United States Park Police officers to direct traffic, enforce parking restrictions and provide security.

Shuttle service and choice of provider is at the discretion of the event sponsor although the Fort Mason Foundation will make arrangements if necessary to the operation of the FMC parking as a whole. Shuttles are strongly encouraged as they relieve demand on the Fort Mason Center parking facilities and may be required when using off-site parking lots particularly the Marina High School and Presidio lots. Fort Mason Center staff will work closely with event sponsors and shuttle bus providers to insure that shuttle buses follow the strictly enforced vehicle size and routing restrictions on streets in the surrounding neighborhood.

The TDM program also includes special consideration for the parking of oversized vehicles for event staging. The Park Service has stipulated that up to 10 oversized vehicles can be staged overnight for up to five days in an area of the lot to cause the least impact to the Fort Mason Center residents and visitors. Special approval is needed for additional vehicles or a longer duration. Arrangements are sometimes made to park oversized vehicles at the Presidio. Shuttles used for parking lot access may be staged during the event duration but their engines must be kept off and they cannot park along the waterfront or near Greens’ Restaurant kitchen windows.

Other TDM program measures include a commuter check program for FMF employees whereby they can receive pre-tax funds to be used for public transit. Fort Mason Center is currently negotiating with City Car Share to institute a car share location, called a pod, in close proximity to Fort Mason. The exact placement is still to be determined. Currently the closest pod is located in the Lombard Street Garage on Lombard between Fillmore and Webster Streets.

## 4.0 RECOMMENDATIONS

The current TDM program utilized by the Fort Mason Foundation is well developed and has proven effective in managing a broad range of visitor oriented activities and events. The following recommendations are intended to provide the Fort Mason Foundation with the tools necessary to enhance the existing transportation demand management (TDM) program. These recommendations focus on reducing traffic congestion and parking demand for employees of and visitors to Fort Mason Center. Consideration has been given to improving the operation of the existing transportation system as well as identifying opportunities to reduce demand by encouraging transit, bicycling and walking. These recommendations are categorized into four areas: traffic & parking, transit, bicycle & pedestrian and general operations. Each area includes recommendations applicable to both employees and visitors. Many of these recommendations are currently in place in some form or other; these programs should be continued and, wherever possible, expanded to attract greater participation by staff and the public.

### 4.1 TRAFFIC AND PARKING

**Carpooling** – Reduce traffic and parking demand by encouraging carpooling by employees and staff. Provide incentives to carpool such as preferential carpool parking, or if paid parking is implemented, provide free carpool parking. In addition, the Fort Mason Foundation administration should continue the practice of posting RIDES information in the residents mail room and should encourage resident organization staff to participate in RIDES carpool matching service to form carpools between employees and staff of the various resident organizations.

**Event-specific parking information** – Currently, event parking information is provided at the front gate during an event. To reduce the additional travel time and congestion caused by visitors driving to the front gate to get parking information and/or driving around Fort Mason looking for parking, event-specific parking information could be made available prior to the event. This information can be distributed on the event website, through event flyers and advertising and/or provided with ticket purchase.

**Parking directional signage** – For events using remote parking areas, eliminate the need for visitors to drive to Fort Mason to find parking areas. Provide temporary signs along key access routes directing visitors to parking areas being used for the event. These signs could be located on Bay, Laguna and Buchanan Streets and on Marina Boulevard. Implementation of this program is outside the jurisdiction of the FMF and would require coordination by the San Francisco Department of Parking and Traffic (DPT) and support of the neighborhood.

**Parking pricing** – Both the FMF and the City Yacht Harbor have plans to impose parking pricing as a means of parking management and as a source of revenue. Because of the close proximity of the two parking lots it would not be practical or advisable to impose parking in one lot without pricing the other lot also. Otherwise, parkers would seek out the free parking lot first and avoid the pay lot. Also the pricing policies used for the two lots need to be reasonably consistent.

The imposition of parking fees at Fort Mason Center will have a positive impact on reducing parking demand as well as provide much needed revenue to make capital improvements and to maintain existing and implement new TDM programs. Before implementation of any parking fee program, employees should be educated on the alternatives available, such as carpooling, transit, bicycling and walking. Many of the measures discussed in this section would be appropriate to assist in identifying alternatives. The potential adverse affect of parking fees would be that some employees would attempt to park in the nearby residential areas in order to avoid the fees. During weekdays, when the residential permit parking restrictions are in force, this type of parking abuse would not be prevalent. On weekend days, some parking intrusion into the residential areas would be more likely.

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The imposition of parking fees would have a lesser effect on visitors to FMC. Fort Mason is one of only a few remaining visitor oriented venues in San Francisco that does not charge a parking fee. In general parking fees in the range of a \$1.00 per hour and \$4.00 to \$10.00 for event parking are very common, and would not alter the behavior of most parkers. The most likely group of parkers to be impacted would be persons who park at FMC for purposes other than visiting facilities or events at FMC. These include weekday commuters who park at FMC to board transit to reach their workplace in downtown San Francisco, and persons who park in the area to visit other nearby uses. This type of parking would be discouraged by parking fees.

Table 3  
Summary of Parking Management Alternatives

Parking Pricing Option	Pros	Cons
Parking Meters	User fees based on time used; most suitable for short-term parkers	Not appropriate for long-term parkers; unattractive; require enforcement and coin collection
Attendant at Exit Booth	Ability for visitors to pay only for time used	Requires attendant at booth; may result in long queues at exit disrupting lot circulation
Time Limits-Machine dispenses time-stamped ticket where fee is paid; ticket is placed on dash	Can vary time limits; no attendant required	Requires enforcement and daily money collection; time available may not be adequate for activity attending; may pay for time not used
Parking Fee Box-Parkers insert flat rate fee into slot that corresponds to parking space	No attendant required; no queues forming at exit or entrance	Requires enforcement and daily money collection; short-term parkers required to pay same fee as long-term; users must have exact change
Central Pay Machine-Automated walk-up system that accepts coins/bills and dispenses magnetic card for vehicle exit	Users pay for time used; no queues forming at exit or entrance; no need for exact change; no attendant required	Requires daily money collection; need on-site staff to handle malfunctions; can be complicated for some users
Valet Parking	Currently in use for some events; can park more vehicles than self-parking	Requires staff; long waits for car may occur at some times
Pay Attendant on Entry - Flat fee for events only	No parking equipment needed; fees charged only when major events occur	Difficult to control revenue; regular visitors and staff may find it confusing as to when fees are collected

There are many different methods for assessing and collecting parking fees. In Table 3 above, parking pricing alternatives are listed with discussion of the pros and cons of their use at Fort Mason Center. Because of the variety of uses and activities occurring at Fort Mason Center, consideration should be given to selecting the option or options that are most appropriate. For example, parking fees can be charged on an hourly, per event or daily basis. For the visitor attending a performance in one of the theaters or participating in the day-long whale watching trip, a daily or per event fee would be appropriate. However, this same fee would be inappropriate for the visitor making a quick stop at a bookstore or gallery. Conversely, parking fees imposed on an hourly basis with the use of parking meters would be suitable for

short-term visitors but would be inconvenient for those visiting for many hours. In addition, the installation of parking meters would detract from the historical and aesthetic ambiance of Fort Mason.

Perhaps the most flexible method for implementing parking fees at the Fort Mason Lot would be by installing automated entry and exit gates with a cashier booth in the gatehouse area to control all of the parking. Parking for employees could be controlled through the use of card keys to allow automatic entry and exit for a monthly fee. All others would be charged for parking on an hourly basis or on a per event fee basis. Payment would be collected on exiting the parking area. When major events are scheduled, fees could be collected on entry to avoid long queues of cars forming at the exit gates. Of course, this would require the use of a parking attendant; on days when parking demand is low, this might not be a cost-effective option. As an alternative, a parking kiosk could be used located in a central location at Fort Mason Center. On arriving, the visitor would take a time-stamped ticket from the entry control gate. Before leaving, the visitor would take their ticket to the parking kiosk, pay the fee and then use the validated ticket to pass through the exit control gate. This method would reduce long queues of cars at the exit gate; the parking kiosk could also double as a visitor bureau with information about activities at Fort Mason Center and other nearby visitor destinations, transit, bicycle facilities, and taxi service.

### 4.2 TRANSIT

**Incentives to use transit for employees/staff** – Continue to encourage transit use through the commuter check program. Expand the program through participation of resident organizations. In addition, institute a guaranteed-ride-home program in the case of employee sickness or family emergency.

**Incentives for visitors to use transit** – Encourage the use of transit by visitors to Fort Mason Center by offering a discount to the event entry fee with valid bus transfer. Provide more detailed transit information on the Fort Mason and event websites including the location of bus stops and bus frequency for each route in proximity to Fort Mason. Event-specific advertising should encourage the use of transit, bicycling and walking.

**Transit information at Fort Mason Center** – Provide bus route maps, including the location of bus stops, and schedule information at a central information kiosk in Fort Mason Center. Post phone numbers for taxi service. In addition, bicycle facility maps could be included.

### 4.3 BICYCLE AND PEDESTRIAN

**Incentives for employees/staff** – Encourage bicycling and/or walking by employees and staff by providing a monetary or other incentive.

**Bicycle Parking** – Encourage visitors to bicycle to large events by providing bicycle valet parking. Valet parking should be provided at no cost and its use may include a discounted entry fee.

**Improved pedestrian and bicycle circulation** – Redesign Fort Mason Center roadways and parking area to provide clear and safe pedestrian paths especially across entry/exit traffic at the Gate House and through the bus turnaround. Incorporate speed humps, speed tables, raised crosswalks, special paving materials or other devices to reduce auto speed and clearly identify pedestrian walkways. Continue to support efforts to improve bicycle and pedestrian access in the surrounding neighborhood especially with participation in the “Northern Waterfront Public Access and Bicycle Circulation Study”. In this study, encourage consideration of improvements to the connection between the Fisherman’s Wharf trail and Fort Mason Center entrance and pedestrian/bicycle access from the Marina Green.

### 4.4 GENERAL OPERATIONS

**TDM Committee** – Form a TDM committee to meet approximately every 3 months to evaluate TDM operations and handle new traffic and parking issues. The committee should include the Fort Mason Foundation Transportation Coordinator and representatives from the Yacht Harbor/Marina, City, neighborhood associations, and GGNRA/NPS. A representative from the Presidio Trust should be included as an adjunct to this committee when use of remote parking in Presidio lots is being considered. This committee would review the performance of the TDM program, explore and coordinate improvements to the program and other transportation improvements, and coordinate plans for upcoming events.

**Travel data** – Update visitor mode split, trip origin and parking occupancy data to better understand the traffic and parking demands generated by the Fort Mason Center and identify appropriate TDM measures. This study, similar to the “Fort Mason Transportation Study” prepared in 1995, should be updated every three-four years.

**Off-site wayfinding signage** – Assist visitors traveling to Fort Mason Center by car, walking, bicycling and transit with directional signage on surrounding roadways. Include signage along routes connecting Fort Mason with nearby transit stops and bicycle facilities on Bay and Octavia Streets. This program is outside the jurisdiction of Fort Mason Foundation and would require the cooperation of San Francisco DPT and support of surrounding neighborhoods.

**Circulation and parking lot improvements** - Implement the newly designed signage program. Increase lighting in the parking lot area for better visibility and safety at night. Repaint parking, crosswalk and directional pavement markings to improve visibility, especially at night. Clearly identify loading zones on pavilion aprons and front blacktop areas to discourage illegal parking in these areas. Repaint parking islands so they are clearly visible at night. Apply reflective paint or other material to make bollards along Building A more visible at night.

**Long-Term Transportation Improvements** –Currently, the Fort Mason Foundation is an active participant and leader in all long-term transportation improvements under consideration that affect the Center. The FMF chairs a working group focused on the E/F-Line extension to Fort Mason and has actively participated in the planning and development of water transit and bicycle/pedestrian planning and enhancements. Fort Mason Foundation should continue to participate in and support future studies of transit and bicycle/pedestrian access improvements which will reduce existing demands for parking and vehicle access. Fort Mason Foundation should give particular consideration to the extension of the MUNI Historic Trolley, implementation of ferry service to Fort Mason and/or improvements to bicycle and pedestrian access from Aquatic Park.